

# GEORGIA TECH ADVANCE PROFESSORS: JOINT TEAM REPORT

July 1, 2020 – June 30, 2021

## ADVANCE Leadership during reporting period:

Fall 2020 - Professors Dana Randall (lead) and Kim Cobb

Spring 2021 - Professors Kim Cobb (lead) and Martha Grover

This Report outlines the Georgia Tech ADVANCE Professors contributions across four categories:

- 1) institute-level accomplishments of the ADVANCE Professor team
- 2) accomplishments within respective Colleges
- 3) goals for the next year
- 4) profiles of research and professional attainments

## **I. Institute-Wide Programmatic Accomplishments and Activities of ADVANCE Professors**

### EDEI Reports for Annual Presentation to Deans and Provost

The ADVANCE Professors collaborated toward the analysis and presentation of the content of the 2020 Deans' annual reports for the meeting with the Provost and GT Deans that Professor Randall led with Professor Cobb (November, 2020). The presentation focused on ADVANCE highlights; policies and recommendations toward diversity in hiring; College-level innovations; and discussion and recommendations about strategies to mitigate ongoing impacts of the COVID19 pandemic on faculty. That presentation is linked [here](#).

### Diversity and Inclusion Fellows

The Diversity and Inclusion Fellows program brings together faculty, staff, and students who individually and collectively advance their action, research, or teaching objectives while improving inclusivity on campus. Among the projects that were selected for 2020 included expansion of ABLE Alliance, a campus group that “promotes the diversity and inclusion of the disabled population at Georgia Tech,” and the expansion of the Black Media Studies program housed in Ivan Allen College’s School of Literature, Media, and Communication.

Professors Terry Blum and Martha Grover accepted the transition of the D&I Fellows Program after ADVANCE Professors Toktay and Keskinokak rotated stepped down. Professors Blum and Grover led the transition to an on-line meeting format and showcase, and worked with the fourth group of 31 DI Fellows. They also created and communicated the mechanism for applications for the fifth cohort, recruiting a diverse review group of past Fellows including undergraduate and graduate students, staff, and faculty members who rated applications. The fifth group of D&I Fellows will invite thirty-two projects from among 100 applications representing 105 potential Fellows for 2021-22.

### GT Diversity, Equity, and Inclusion Council

All ADVANCE Professors participated as members of the Institute-wide Diversity, Equity, and Inclusion Council, with various members playing leadership roles. Professor Blum was the co-lead for the Recruit, Develop and Retain a Diverse Community of the large scale effort to develop a DEI blue print. Professor Ross was a committee leader on Restarting the Research

Enterprise Taskforce at Georgia Tech, and Professor Grover joined Campus Climate Survey subgroup as co-lead for the faculty survey group. Professors Cobb and Randall co-led the COVID19 Impact on Faculty subgroup, which is discussed in detail below.

#### *COVID19 Impacts on Faculty Task Force*

Professors Cobb and Randall co-led this critical effort aimed at developing a set of recommendations aimed at mitigating the pandemic's impacts on faculty at Georgia Tech. The Task Force was motivated by ADVANCE-led information gathering efforts in each college that uncovered a number of shared acute and chronic stressors for faculty as a direct result of the pandemic. A group of 12 faculty met biweekly from February to June to advance the Task Force goals across four subgroups: 1) benchmarking to peer institutions, 2) faculty wellness, 3) reappointment, promotion, and tenure (RPT), and 4) mitigating lost research productivity. The Task Force delivered its draft report to its executive sponsors: Steve McLaughlin, Bonnie Ferri, and Archie Ervin in May, 2021, and will deliver its final report by the end of July, 2021.

#### *Revision of the Institute's Letter to External Reviewers for the RPT Process*

The ADVANCE Professors provided edits to Bonnie Ferri for the instructions that are sent to external reviewers for the reappointment, promotion, and tenure process. The revised version provides more explicit guidance on what the external letter writers should address in their letter, and formally acknowledges that COVID19 may have impacted a candidate's promotion package.

#### *#GRExit at Georgia Tech*

ADVANCE Professors worked with Bonnie Ferri through Fall, 2020 to ensure that the GRE would not be a requirement for graduate applications during the pandemic admissions cycle. This effort followed on similar successful efforts in COS and COE to drop the GRE requirement, spearheaded by Professors Cobb and Grover, respectively. In support of these efforts, Dr. Cobb created a slide set summarizing the reasons why the GRE represents an unnecessary and potentially biased barrier to graduate school. That resource is now publicly available [here](#) and has been cited in a number of successful campaigns to remove the GRE as a required element for graduate admission. In Fall 2021, this presentation was given to several groups at Georgia Tech, including the Institute Graduate Curriculum Committee.

#### *"Join the Brave and Bold" advocacy*

The ADVANCE professors continue to support a single-word modification to the Ramblin' Wreck lyrics, changing "cheer" to "join" to express the inclusion of women at Georgia Tech—rather than their exclusion from the "brave and bold." In advocating for the change, the ADVANCE team penned a joint letter to President Cabrera in Fall, 2020, and continue to engage campus leadership on this critical issue.

#### *Staff promotion study*

In Fall 2020, the ADVANCE professors initiated a study on equity in staff promotion. Data was collected from Human Resources in COE, COB, and COD. The initial analysis of the data triggered concern. The findings from this nascent initiative were incorporated into the larger Institute-wide Diversity and Inclusion Council working group for the DEI plan, of which Terry Blum is an active member.

### Collection and analysis of faculty hiring and faculty demographic data

Recognizing the need to collect data to assess the current state and historical context for trends in faculty diversity, the ADVANCE professors began an initiative to streamline the collection of faculty hiring data and the visualization and tracking of current faculty demographic data at Georgia Tech. Kim Cobb and Martha Grover held conversations in the spring semester with Bonnie Ferri, Dawn Baunach, and David Bramburoski. Data of interest include data for faculty hiring, salary, and retention packages for faculty, as well as for the current faculty population. Such data should be collected automatically through institute databases, not requested manually from each unit and then collated by the ADVANCE professors. Discussions were held regarding current institute systems, including the new Careers system. The ADVANCE professors will partner closely with Faculty Affairs Dawn Baunach and David Bramburoski as this project moves forward.

### Faculty salary equity study

The ADVANCE team has begun a partnership with Bonnie Ferri and Dawn Baunach in an effort to assess disparities in faculty salaries across Georgia Tech related to gender and/or status as an under-represented racial/ethnic minority. While faculty salaries are of primary interest, the study will expand during AY21-22 to include analyses of startup and retention packages.

### ADVANCE team meetings and coordination

The six ADVANCE professors met monthly throughout the past year, with Co-Chairs meeting monthly in between ADVANCE meetings. Co-chairs were responsible for maintaining the cloud-based ADVANCE document archive. Additionally, the ADVANCE team held meetings with newly-appointed Provost McLaughlin and COE Dean Beyah to identify shared priorities and opportunities for collaboration.

### ADVANCE National Outreach

Professor Fox served on External Advisory Boards for ADVANCE Institutional Transformation Initiative at Clemson University and Arizona State University. These expand the impact and exchange of GT ADVANCE-EDEI with institutions, nationally.

## **II. Goals for the ADVANCE Professors (2020-21)**

In the coming year, the ADVANCE Team plans to:

- A. Work within each College to foster equity, diversity, excellence, and inclusion – in partnership with the Deans of respective Colleges.
- B. Work to prioritize the needs of faculty impacted by the ongoing pandemic, in partnership with GT leadership, College Deans, and school chairs.
- C. Prioritize the completion of a faculty salary equity study, exploring opportunities to assess faculty startup and retention equity data as a necessary extension of the salary study.

D. Develop and enhance ADVANCE communication to the broader campus, including the ADVANCE website and a potential newsletter.

E. Continue efforts to streamline faculty demographic data collection for faculty searches, and work with relevant staff to improve access to current faculty, staff, and student demographic data.

F. Work to implement relevant objectives of the soon-to-be-finished DEI Plan, in close coordination with IDEI leadership and other campus leaders.

### **III. Programmatic Activities and Accomplishments of ADVANCE Professors in Colleges**

The Georgia Tech ADVANCE Program focuses on aims of equity, diversity, excellence, and inclusion, as achieved through mentoring, transparency, bias awareness and a culture of equity, and accountability through data collected. The ADVANCE Professors supported these aims in their respective Colleges in the following ways.

#### **A. College of Sciences – Kim Cobb**

##### *Briefing search committee for the School of Math Chair*

Dr. Cobb met with the School of Math Chair search committee in February, 2021 to review and discuss best practices for conducting an equitable search, as developed by the COS Task Force “Excellence and Diversity in Faculty Hiring” in 2019.

##### *Non-tenure track faculty listening sessions*

Dr. Cobb convened a series of non-tenure track listening sessions during the spring and summer 2020, to consolidate some priority areas for action towards more equity and inclusion for this group of COS faculty. This document was finalized and passed to the Dean in September, 2020, and is linked [here](#) and appended below.

##### *COVID19 listening sessions*

Dr. Cobb convened two virtual listening sessions attended by 10 COS faculty each, and worked with Associate Dean Matt Baker to distribute the ADVANCE information gathering survey to which 85 COS faculty responded. Dr. Cobb collated the results for incorporation into the COVID19 Impacts on Faculty Working Group and associated report.

##### *COS Diversity Councils*

Dr. Cobb serves as ex-officio member of the College of Science Diversity Council, and as Faculty Advisor to the College of Science Graduate Student Diversity Council.

##### *“Justice and Climate” discussion group*

Beginning in June, 2020, Dr. Cobb has co-convened a weekly discussion group comprised of Global Change Program-affiliated faculty, staff and students to develop and continually refine an anti-racist agenda for the Program. These discussions led to our engagement in Georgia Tech’s Get Out the Vote efforts in Fall, 2020, and inspired our team to incorporate racial equity and justice into our research portfolio more purposely. The new [UrbanHeatATL](#) project, launched in March, 2021 in collaboration with Spelman College and the West Atlanta Watershed Alliance, is a direct outgrowth of those conversations.

### *Community building and communication*

When she assumed the ADVANCE professorship, she developed and continues to curate a COS-ADVANCE listserv where she promotes ongoing ADVANCE-related activities such as the Demystifying Tech Series, Adaptive Leadership workshop, and Diversity Fellows program, as well as IDEI-related activities such as the Implicit Bias Workshops, the Diversity Symposium, and Black History Month activities, to all faculty in the College.

### *Gender-neutral signage and free menstruation products in women's restrooms, Ford ES&T*

Dr. Cobb worked with COS graduate student efforts to create gender-neutral signage for women's bathrooms, and funded the provision of free menstruation products in women's bathrooms in the Ford ES&T building.

## **B. Ivan Allen College – Mary Frank Fox**

ADVANCE Professor Mary Frank Fox's programmatic activities and accomplishments within Ivan Allen College supported ADVANCE goals of equity, diversity, excellence, and inclusion (EDEI) in the following areas and ways:

### ***1. Equity, diversity, and excellence***

a. Acted as liaison for ADVANCE with IAC Dean Kaye Husbands Fealing, meeting together several times each semester to inform and be informed on issues of equity, diversity, and excellence and to partner with the College in the process.

b. Updated the IAC School Chairs on ADVANCE initiatives, including the [IAC ADVANCE Network for Women Faculty](#).

### ***2. Transparency, equitable culture, and accountability***

With the leadership of IAC Dean Husbands Fealing, partnered toward the annual ADVANCE Annual Dean's Report.

### ***3. Mentoring, transparency, and equitable culture***

a. Co-organized: IAC ADVANCE and Writing and Communication Program (WCP) on-line Workshop/Discussion Group, based on *Writing Your Journal Article in 12 Weeks\** (W. L. Belcher), led by Dr. Melissa Ianetta (Director, WCP) (weekly, Fall 2020).

\*As IAC ADVANCE Professor, also provided this book for participants.

b. Hosted the [IAC ADVANCE Network for Women Faculty](#) website – interfacing with the IAC website and profiling IAC faculty by School, with news, calendar, and resources. The Network fosters exchange among faculty and among faculty and students—including incoming students/faculty and those recruited to Georgia Tech.

c. Led or co-led four IAC Workshops on Tenure and Promotion: one on implications of Covid for reappointment, tenure, and promotion; a second for Assistant Professors; a third for Associate Professors; and a fourth for Non- Tenure Track Faculty (January-February, 2021)

d. Chaired the IAC Reappointment, Tenure, and Promotion Task Force, and the IAC School Handbook Committee (2020-21).

#### ***4. Mentoring and equitable culture***

a. Developed and maintained IAC ADVANCE Listserve, with regular postings of information, events, and updates—including those that publicize and celebrate the accomplishments and community of IAC women faculty.

b. Maintained an [Ivan Allen College ADVANCE Professor](#) website.

c. Mentored and advised faculty across IAC Schools through meetings with individual IAC faculty members on issues including family leave, faculty development, and advancement.

#### **C. College of Engineering – Martha Grover Diversity Council**

I served as a member of the College of Engineering Diversity & Inclusion Council. Serving on the staff-subcommittee, we helped to advance an initiative for staff inclusion on school committees. We also expressed the need for more staff members on the D&I Council. The subcommittee reached out to Laura Pusteri in Human Resources, through the Center for Deliberate Innovation’s Change Accelerator, to initiate a program to interview staff via market research approaches, using the documented personal interaction method.

By request of the D&I Council chair Mitchell Walker, I investigated the issue of how COE measures and will measure classroom teaching performance, due to the expressed concern that CIOS is known to be a biased metric against underrepresented groups yet COE only used CIOS in teaching evaluations for promotion and tenure. My activities included performing a quantitative analysis of nearly 25,000 reports of CIOS over the past ten years, and having individual conversations with Bonnie Ferri, Carol Subbino Sullivan (CTL), and Larry Jacobs and Kim Kurtis (COE). The D&I Council stands ready next year to help COE identify and adopt the additional measures of teaching that will be required by Georgia Tech.

#### **Community Building and Support**

Dr. Grover collected input from over 100 COE faculty members, on how COVID has impacted their work. She also hosted a listening session with COE women faculty and held a virtual luncheon for additional discussion and reflection. This input on COVID impacts was discussed in the listening sessions and is being considered by the ADVANCE team in partnership with the Institute COVID working group.

At the listening sessions, the women faculty discussed the need to come back together after the pandemic to support each other and build a better community and culture going forward. These discussions led to the ADVANCE COE workshop and retreat that is planning for August at Callaway Gardens.

Professor Grover also organized the annual CV review for junior faculty in COE, in a virtual format this year. In total 28 junior faculty mentees received input from about four different faculty mentors, with 29 faculty serving as mentors. The event occurred over a period of two hours, with eight 15-minute sessions.

## **D. College of Computing – Dana Randall 1. Mentoring**

### ***Mentoring:***

- Ran an RPT information session with Beki Grinter, Associate Dean of Faculty Affairs, and Ellen Zegura.
- Held the first GT listening session on the effects of COVID-19 on faculty in October 2020. This led to many actionable items, including listening sessions across the institute, recommendations to the administration, and the formation of a working group to help address many of these concerns.
- Continued to contribute to the mentoring program in the School of Computer Science and to oversee mentoring across the College of Computing. ADVANCE funds are provided for all mentor / mentee pairs in CoC to have lunch once per semester.
- Led discussions with groups of faculty on the effects of COVID-19, including a presentation at the SCS faculty retreat.

### ***Networking:***

- Led a listening session for graduate students in the College of Computing on the effects of COVID-19. This led to a group of faculty helping graduate students navigate being away from family during the winter holidays, and the creation of some safe online and in person social events.
- Actively participated on faculty hiring and recruiting, especially in the School of Computer Science, emphasizing the need for diversity in all searches.

## **E. College of Design – Catherine Ross**

### **Women of Excellence Awards**

The College of Design ADVANCE Women of Excellence Awards Program culminated in 2020. The 12-year long program has honored individuals who have distinguished themselves through professional leadership, mentoring, academic excellence, and sustained service on behalf of the Georgia Institute of Technology and the College of Design. In addition to the honor, each award winner received a monetary gift.

### **COD Mentoring Program**

COD - ADVANCE continued discussions that encourage mentorships at all levels.

In addition to serving as the formal mentor to faculty members in the School of City and Regional Planning, Professor Ross is an informal mentor to staff and students in the School of City and Regional Planning and the School of Civil and Environmental Engineering. Many of the ADVANCE hosted events in 2020/21 provided opportunities for individuals to receive advice and training.

### **Diversity + Inclusion (D + I) Councils**

Dr. Ross remains heavily involved in Diversity and Inclusion initiatives on campus. She is a member of three-D + I Councils at the Georgia Institute of Technology.

In late 2020, Dr. Ross was invited to join the initial **Georgia Tech Diversity, Equity, and Inclusion Council (GTDEIC)**. Since that initial November meeting, the GTDEIC has launched three working groups comprised of Council members and issue-area experts from across the campus: Diversity, Equity, and Inclusion Plan; Campus Climate Assessment; and COVID-19

Impacts on Faculty. GTDEIC will identify campus racial and gender disparity issues, bias, and inequity to be addressed to deliver upon the Institute's vision of diversity and inclusion. Dr. Ross is actively involved in these working groups.

In response to the Institute's commitment to diversity and the ADVANCE Program goals, the College of Design established a Diversity + Inclusion Council with representative members from the five schools and ex-officio and student members in 2016.

**The COD Diversity + Inclusion Council's** fundamental goal is to implement and sustain solutions focused on key themes related to diversity and inclusion at Georgia Tech. The Council promotes cultural competency. These solutions are proposed based on thorough research about Georgia Tech, peer institutions, gender studies, and pragmatic thinking,

A good amount of effort aligns with the College of Design's ADVANCE Program initiatives. The College's Diversity + Inclusion Council strives to answer questions such as how women faculty can be attracted and retained and how culture can be shaped, and awareness of gender diversity increased across the College and in the individual schools. Dr. Ross continues to serve as a council member in 2020/2021, assuring ADVANCE is in close contact with the Diversity + Inclusion Council.

Dr. Ross also advised the **Diversity Council in the School of City and Regional Planning**, chaired by Assistant Professor Elora Raymond.

## **F. Scheller College of Business -- Terry Blum**

### **I. Contributions at the Institute Level**

#### **Diversity and Inclusion Fellows.**

The Diversity and Inclusion Fellows program brings together faculty, staff, and students who individually and collectively advance their action, research, or teaching objectives while improving inclusivity on campus. Among the projects that were selected for 2020 included expansion of ABLE Alliance, a campus group that "promotes the diversity and inclusion of the disabled population at Georgia Tech," and the expansion of the [Black Media Studies](#) program housed in Ivan Allen College's School of Literature, Media, and Communication.

Martha Grover, ADVANCE Professor from the College of Engineering, and I enthusiastically accepted the transition of the D&I Fellows Program to our leadership. We co-led the transition to an on-line meeting format and showcase, the fourth group of 31 DI Fellows. Three of the Fellows were from the Scheller College of Business. An undergraduate student addressed the issue of what could be learned from homogeneous student teams of women, a male MBA student addressed materials for gender diversity of class materials, and a faculty member created a new class on Work, Equity and Wellness that is being taught this summer to MBA students and will be offered to undergraduate students in the fall.

The mechanism for applications for the fifth cohort was created and communicated. A diverse review group of past Fellows including undergraduate and graduate students, staff and faculty members who rated applications was convened. The fifth group of D&I Fellows will invite thirty-two projects from among 100 applications representing 105 potential Fellows for 2021-22.

#### **Diversity and Inclusion Roadmap for the Institute Strategic Plan**

There were 5 working groups, 3 of which focused on creating a diverse community through recruitment, development and retention, which were co-led by Paul Kohn and myself. The sub-group of recruiting, developing and retaining a diverse faculty was led by Professor Blum, along with Professor Kyriaki who she recruited. The committee was made up of Professors Sam Graham, Andres Garcia, Yuanzhi Tang, Kyriaki Kalaitzidou who were later joined by Dawn Baunach (Associate Vice Provost) and GTRI Research Faculty, William Lawton and Courtney Bivens.

The ADVANCE Professors embarked on collecting information about staff promotions and equity adjustments in the Colleges. A report was provided to the staff group on recruiting, developing and retaining a diverse community.

### **Covid Impact**

The WST Distinguish Lecture was provided by Professor Ellen Kossek, Krannert School of Management, Purdue University, and author of the NAS report on the effects of Covid-19 for Women in Academic Science. I served as a panelist discussing “Work-Life Boundaries and Women in Academic STEM: Covid-19’s Wake Up Call for Career Equality.”

With a grant from the Office of the Vice President of Research, she co-authored with two other women, one an assistant professor, and the other a Phd student, a manuscript that examines the extra role helping behaviors received by those who moved to remote work versus those who remained working on site, and importantly examined the differences for those with disabilities.

## **II. Scheller College-based Activities**

- **Diversity Council**

Professor Blum served as an ex-officio member of the DI Council which was essentially restarted (after becoming defunct in 2019-20 due to staff transitions). The goal of this cross-functional Council is to identify and provide increased awareness and recommend actions to address critical problems. It is also a unit that is advisory to the Dean. As an ADVANCE Professor, she is a close advisor to both the Dean and the Council and provide a communication bridge that includes the Dean’s Office Communications Director.

The DI Council for 2020-21 has been expanded to include 5 MBA students and 3 undergraduates, and a PhD student. Additionally, it includes two full-time faculty members and four staff members. Both Chris Shalley, a previous ADVANCE Professor, and Professor Blum serve as ex-officio members. Alumni members have been added to the council, and an additional number are serving as Diversity Ambassadors.

Importantly, a mechanism has been incorporated to assure the transition and maintenance of the Council from year to year allowing for overlapping participation of previous members and new members.

The D&I Council consults with all of the Scheller Directors who are department/unit heads to include the various student serving, staff and faculty serving units, as well as all of the support units.

Book Discussion Groups were established with *Becoming* by Michelle Obama and *Caste* by Isabel Wilkerson being discussed this past year.

- **DEI Communications**

Professor Blum assures that information about GT-wide Diversity and Inclusion activities, policies/practices are disseminated to all College constituents. Often this is forwarding messages, but often it involves communicating the importance of the message. She provides informal advising and funding support for Scheller College DI projects. Support included books for the DEI book discussion group. The books for the discussion group included: Michelle Obama's Becoming and Isabel Wilkerson's Caste. Books for the next quarters will be chosen by the members.

Because the 2020 Diversity Symposium was on-line, group participation and discussion was facilitated.

Participate in briefings with the D&I Council Co-Chairs, Unit Directors, and the Dean. Best practices for hiring diverse faculty, and creating an inclusive environment, are being developed and communicated as Scheller begins to hire faculty (which was paused in 20-21) in 2021-22.

- **Curriculum, Mentoring and Community**

- a. Mentoring**

- i. Mentored and advised individual faculty on issues of service-modified duties, covid accommodations, faculty development and advancement (within Scheller and across campus)
    - ii. Conducted listening sessions and provided opportunity for input about the impact of Covid and how it could be mitigated
    - iii. Led several on-line and one in person lunch with Scheller Women Faculty
    - iv. Financially contribute to faculty research

- b. Transparency**

- v. Organized networking lunches for women faculty in Scheller, where material from Provost, Deans and Institute DEI is shared
    - vi. Regularly inform Scheller College faculty, staff and students about relevant events, workshops, publications, etc.
    - vii. Incorporate sessions in the Provost Emerging Leaders Program
    - viii. Collected and reviewed information on staff reclassifications and equity adjustments

- c. Curriculum**

- ix. Included inclusive leadership module (conducted by Pearl Alexander) in the Provost Emerging Leaders Program.
    - x. Conducted inclusive leadership session in the George Fellows Leadership Program for doctoral students in ISYE, Health Systems.

- xi. Prepared inclusive leadership module that will be included in the 2021-22 sessions of MGT 6510, Leadership Development, which is a required class for MBA students
- xii. Included a session on diversity and team work for students enrolled in a practicum that involves their working in teams.
- xiii. Encouraged the review of materials (provided by other ADVANCE Professors) that demonstrate bias in standardized tests for graduate school admission. Consulted on wholistic reviews and test optional considerations for both MBA and PhD admissions
- xiv. Accumulated and distributed information pertaining to inclusive classrooms from CETL and the compendium of cases, articles and other materials accessed from Harvard Business These materials are listed across three broad topic areas: leadership and inclusion, cases featuring protagonists from historically underrepresented groups, and women and leadership around the world.
- xv. Culture change consultant for the Civil and Environmental Engineering NSF RED (Revolutionizing Engineering Departments) Award.

#### **IV. Research and Professional Attainments: Profiles of ADVANCE Professors (2020-21)**

##### ***A. Terry Blum (Scheller College of Business)***

Dr. Blum is the Director of the Institute for Leadership and Social Impact (ILSI), an endowed institute that focuses on servant leadership and social change. ISLI programs include the Impact Speaker Series, the Ideas 2 Serve (I2S) Competition, the Provost Emerging Leaders Program, and the Newly Tenured Celebration: Early Leadership Program.

She is a member of the Board and Treasurer of Georgia Works, and organization that delivers cost-effective comprehensive programs that meet the needs of a diverse population working to break the cycle of homelessness. She was also a Board Member and Treasurer of Camp Twin Lakes, a camp that serve a diverse group of children with serious illnesses and other life challenges.

She serves as a member of the editorial board member of the Academy of Management Journal and reviews extensively for the Journal of Applied Psychology. She serves on the Scheller College of Business Diversity and Inclusion Council, and is the faculty director of PhD program at the Scheller College. She leads the Enhancing Meaningful Creative Challenges (EMC2) workshop that celebrates Georgia Tech's newly tenured faculty and the Provost's Emerging Leadership Program. She also collaborates with colleagues on a NIH training grant to provide a year-long leadership development program for doctoral students in Biomedical Engineering and with funding from the George Foundation provided a year-long leadership development experience for graduate students in ISYE.

Among the scholarly DEI activities she focused upon this past year:

- Advocated for admission of our only Black PhD student, and engage in continued mentoring and coaches. She is building her research program on studying organizational implications of health disparities, and on the perception of Black Women in leadership emergence.
- Published a paper about servant leadership with a former doctoral student in *Personnel Psychology*, 2021, 74:3-28. The title is Servant leader, leader gender and team gender role: Testing a female advantage in a cascading model of performance.
- Received a revise and resubmit from the *Journal of Applied Psychology* for an article co-authored with a junior faculty member and doctoral student, both of whom are women. "Everything is Negotiable, But Not for Everyone: The Role of Disability in Compensation." This manuscript demonstrates the bias that people with disabilities (as well as stigmatized characteristics associated with different disabilities) encounter when negotiating for starting salaries, and the economic and social backlash they receive which operates through the violation of the expectation about the likelihood of them negotiating. This same research team has a manuscript "Overlooked Employees: Understanding the Experiences of Remote Working and Disability Status in the Wake of Covid-19" under review. The manuscript finds that helping behavior was reduced for all employees in the wake of Covid. However, those with disabilities had greater reductions when working off-site than on-site and this was translated to lower job satisfaction especially for those who had previous high quality relationships with their supervisors.
- Impact is a weekly series of meaningful conversations, free and open to all. Recordings are available on our you tube website. The 2020-21 series featured conversations on race, social justice, diversity, equity, and inclusion. Examples of the conversations and calls to action include: "*What is Civic Innovation? Atlantans Who Are Making a Difference*" Center for Civic Innovation Fellows; "*Bipartisan Criminal Justice Reform: All Georgians Benefit*" Georgia Justice Project Panel; and "A non-profit and a for-profit solution to affordable housing" with Atticus LeBlanc - Founder, PadSplit. Bill McGahan - Founder, Housing Tonight, Moderated by: Dr. Elora Lee Raymond. Other speakers included: Dr. Vivian Greentree, SVP, Head of Global Corporate Citizenship at Fiser; Lori George Billingsley, Global Chief Diversity and Inclusion Office, The Coca Cola Company; Dr. Valerie Montgomery Rice, President and Dean *Morehouse School of Medicine*; and Kevin Edwards, Chief Diversity and Inclusion Officer, *Bechtel*. The *Impact Speaker series* also included a conversation between Dean Maryam Alavi and Dr. Beverly Tatum who is the author of several books including the best-selling "Why Are All the Black Kids Sitting Together in the Cafeteria?", "Other Conversations about Race", and "Can we Talk about Race? And Other Conversations in an Era of School Resegregation."
- Diversity, Equity and Inclusion is a specific focus area in the new ILSI strategic plan.

### B. Kim Cobb (College of Sciences)

Dr. Cobb is the Georgia Power Chair and Professor in the School of Earth and Atmospheric Sciences and the Director of the [Global Change Program](#). Dr. Cobb's research on trends and extremes in climate change is internationally recognized, as evidenced from her selection as a Congressional Witness for the US House of Representatives Committee on Natural Resources, in a hearing on climate change on Feb 6, 2019, and again in May, 2020. She is also Lead Author for Working Group 1 of the Intergovernmental Panel on Climate Change (2018-2021), co-Chair of the "Water Isotopes in Climate" Working Group for US CLIVAR Working Group, and co-Chair of the CoralHydro2K Working Group for the international PAGES consortium on paleoclimate. Her lab's research has repeatedly appeared in high-profile journals such as *Science* and *Nature*,

and has garnered significant press exposure through outlets such as the Associated Press, the New York Times, Washington Post, NPR, BBC, and the Today Show. In the 2020-2021 year, she has given over 10 invited talks at universities around the country, and 3 invited international talks.

The Global Change Program has mandates to design and implement new educational opportunities and promote new research initiatives in the area of climate and global change, and has already attracted a lead gift from the Ray C. Anderson Foundation. In her role as Director, she oversees, together with Dr. Beril Toktay, the Carbon Reduction Challenge, which pairs undergraduate students with local businesses to pursue carbon emissions reductions and energy cost savings. Dr. Cobb is lead PI of the [Smart Sea Level Sensor project](#) based in Savannah, GA, working with coPIs from COC, COS, and COE, as well as CEISMC. In October, 2020, she led the submission of a \$18M NSF hub proposal for the sea level sensor project, and worked with federal relations staff to advance an earmark request through Rep. Buddy Carter and Senator Ossoff's offices. In November, 2020, she launched the "[UrbanHeatATL](#)" project with co-lead Dr. Na'Taki Osborne-Jelks, to engage community scientists in mapping Atlanta's urban heat island effect with smartphone-equipped sensors. In May, 2021, she assumed the position of Co-Director for the "[Georgia Climate Project](#)", as part of a newly-funded initiative between Emory, Georgia Tech, and UGA, as well as six other academic partners across the state. She is also the Founding Director of the Sustainability Task Force, which includes the leadership of the campus-wide centers and programs focused on sustainability, energy, and/or climate. In May, 2021, she assumed the role of Co-Chair for the "Sustainability Next" task force, part of the Implementation phase for GT's new Strategic Plan.

In the classroom, Dr. Cobb co-teaches GT1000: Global Change, EAS3110: Energy, the Environment, and Society, and EAS 2803: Engineering our Climate Future (Fall '20 mini-semester). She also serves as co-instructor for the Kendeda Living Building VIP course, together with Jennifer Leavey.

Her formal service at Georgia Tech during the 2020-2021 year includes Co-Chair of the COVID19 Impacts on Faculty Working Group, as well as membership on the GT Diversity, Equity, and Inclusion Council, Strategic Plan "Lead by Example" subgroup, the Research Next "Lead by Example" subgroup, and the Sustainability Task Force.

### C. Mary Frank Fox (Ivan Allen College)

ADVANCE Professor Mary Frank Fox's research focuses upon gender, science, and academia—the study of women and men in academic and scientific organizations and occupations, with significant implications for science and technology policy. Her research has introduced and established ways in which scientists' participation and performance reflect and are affected by social and organizational settings in which they are educated and work. Her research is published in over 60 different scientific and scholarly journals, books, and collections.

In 2020/21, ADVANCE Professor Fox's national distinctions reflected the impact of her research and its policy implications, including (but not limited to):

1) Professor Fox was [Chair of the Section](#) on Social, Economic, and Political Sciences of the American Association for the Advancement of Science (AAAS).

- 2) She served as a member of the expert reviewer panel for The Melinda Gates Foundation's newly launched (2020/21) [Equality Can't Wait Challenge](#), a \$30 million competition that will help expand women's power and influence in the United States.
- 3) She served on the external advisory boards for the ADVANCE Institutional Transformation Programs of Arizona State University and Clemson University.

In 2020/21, ADVANCE Professor Fox had professional leadership roles that connect, integrally, to goals of ADVANCE.

- 1) Professor Fox was appointed Senior Advisor to the Dean of Ivan Allen College on issues of process, policy, and procedure for faculty reappointment, promotion, and tenure.
- 2) She served as chair of the Tenure and Promotion Committees for the School of Public Policy; and was a member of the Tenure and Promotion Committees of Ivan Allen College (for tenure/promotion and critical reviews).
- 3) She co-directed the Georgia Tech (GT) Center for the Study of Women, Science, and Technology (WST), managing the WST Undergraduate Student-Faculty Research Partnerships, and organizing the WST Distinguished Lecture. This year's [WST Distinguished Lecture](#) featured Dr. Ellen Ernst Kossek, Basil S. Turner Professor of Management, Purdue University, who spoke on "Work-Life Boundaries and Women in Academic STEM: COVID-19's Wake-Up Call for Career Equality." The lecture was followed by a panel discussion featuring Georgia Tech leaders: Drs. Terry Blum (ADVANCE Professor, Scheller College of Business), Kim Cobb (ADVANCE Professor, College of Sciences), Kaye Husbands Fealing (Dean, Ivan Allen College), and Bonnie Ferri (Vice Provost for Graduate Education and Faculty Development).

In 2020-21, Professor Fox brought to the national and international forefront issues of equity, diversity, and excellence with advisory boards and panels including those as:

- 1) Representative on "Gender Equality" for Georgia Tech (Office of President), [University Global Compact](#), in partnership with United Nations in pursuit of Sustainable Development Goals.
- 2) Member of the Social Science Advisory Board, National Center for Women and Information Technology.
- 3) Member of ADVANCE External Advisory Boards for Arizona State University and Clemson University (listed above).
- 4) Editorial board of the leading journal, *Social Studies of Science*.

#### D. Martha Grover (College of Engineering)

Professor Grover is Professor of Chemical & Biomolecular Engineering and Associate Chair for Graduate Studies in Chemical & Biomolecular Engineering. She leads a research group in molecular systems engineering, studying and engineering the organization and emergent properties of large collections of molecules. Her research focuses on three thrust areas: small molecule crystallization, polymer organic electronics, and origins of life chemistry. During the past year her research was funded by the Food and Drug Administration, the Department of Energy, and the National Science Foundation. She leads a group of eight PhD students and three postdoctoral researchers, and has advised five undergraduate researchers during the past year.

In the classroom, Professor Grover taught three required undergraduate courses in the past year:

Process Dynamics and Control (Fall 2020, 92 students), Thermodynamics I (Spring 2021, 35 students), and Thermodynamics I (Summer 2021, 10 students). This year she brought new technology into her teaching to enhance learning in remote delivery, including short screencasts with pre-class quizzes and personal response systems and team-based quizzes.

Much of Professor Grover's service in ChBE centers around her role as Associate Chair. She manages the graduate admissions process and serves on the Graduate Studies Committee. During the past year, she successfully advocated to remove the GRE from ChBE admissions, and she undertook many additional measures to enhance recruiting, including: creating a brochures and flyer, publicizing a fee waiver policy, reaching out to contacts at MSIs, building a recruiting network with our graduate students holding recruiting sessions at their undergraduate institutions, and holding many virtual sessions at individual schools as well as at professional conferences. In January 2020, the number of URM PhD applications was 25, and in January 2021 the number increased to 71. The number female applicants in the pool increased from 23% to 32%. The incoming class is now also much more diverse, which was enabled by the diverse applicant pool. Professor Grover also co-directs GT-EQUAL, funded by a grant from the American Chemical Society, providing a bridge to the PhD utilizing the MS thesis degree. To support current ChBE graduate students, Professor Grover sought out new ways during the past year, including weekly virtual office hours, arranging sessions from the counseling center, and obtaining PEGS funding from Georgia Tech for a new program "Mentoring for the Professoriate." Since taking on the Associate Chair role two years ago, she has been working in coordination with her chair David Sholl to redefine the Associate Chair position as first and foremost being an advocate for the graduate students in ChBE.

Professor Grover also serves as the chair of the Diversity, Equity, and Inclusion Committee in ChBE. A key priority this year is on faculty recruiting and hiring. The committee held several meetings with the chair of the committee and held interview meetings with eight faculty candidates and three school chair candidates. The DEI committee also proposed new tactics for faculty recruiting prior to submission of applications, some of which have already been put into practice. Professor Grover also held a listening session with ChBE staff and is meeting with ChBE's new human resource manager Nicole Thompson to identify next steps.

In external service, Professor Grover leads several conferences in her field, including General Chair of NASA's Astrobiology Science Conference in 2022 and General Chair of the American Control Conference in 2024. She is a trustee and secretary of Computer Aids in Chemical Engineering, and is the incoming Chair of the American Institute for Chemical Engineers' Computing and Systems Technology Division.

#### *E. Dana Randall (College of Computing)*

Dr. Randall leads the weekly activities under her MURI award (\$6.25M over 5 years) and is the PI on a new NSF award for \$1.2M (Randall's part \$700K) on related research. She also has been part of large collaborative initiatives currently under review, including an Expeditions proposal (PI Arijit Raychowdhury, ECE) and a new MURI proposal (PI Shu Yang, U. Penn). She has also been working on the proposal of a special focus on Discrete Probability at the Mathematical Sciences Research Institute at Berkeley as a member of the organizing committee. In 2020, Dr. Randall also served on the organizing committee of the 3rd Conference on Machine Learning in Science and Engineering (which she co-founded and co-organized at CMU and GT in 2018 and

2019). Dr. Randall raised \$200K with an NSF TRIPODS+X award and over \$60K from industry to support the 2019 and 2020 events.

Dr. Randall serves on several international and national advisory boards, including the International Scientific Advisory Committee (ISAC) of the Centre de Recherche Mathématiques (CRM) in Montreal, the external advisory committees for the Purdue Center for the Science of Information (CSOI), the Center for Discrete Mathematics and Theoretical Computer Science (DIMACS) at Rutgers, and two NSF TRIPODS centers on the foundations of data science, at Tufts and at Rutgers. This year she became a member of the first editorial board of a new journal on “Collective Intelligence” and currently serves as an associate editor of the journal “Theoretical Computer Science.”

Dr. Randall had one female PhD student graduate in 2021 and is currently advising two other PhD students, one female.

In Fall 2020 she gave the keynote presentation at the “Math Prize for Girls” annual competition (virtually), speaking to over 400 of the top female high school students in mathematics, and she gave a remote “Mathematical Excursions” talk at the Museum of Mathematics to a very broad and diverse audience of math enthusiasts.

#### *F. Catherine Ross (College of Design)*

Dr. Catherine L. Ross, Regents’ Professor, directs the Center for Quality Growth and Regional Development (CQGRD) and has a dual appointment in the Schools of City and Regional Planning (SCARP) and Civil and Environmental Engineering (CEE) and serves as the Harry West Professor. CQGRD continued a tradition of research, community involvement, academic instruction, and interdisciplinary collaboration and teamwork. Dr. Ross served either as Principal or Co-Principal Investigator on multiple (research) projects in the past review period. She managed nearly \$800,000 in funded research, donations, and resources emanating from her Harry West Chaired Professorship. As Center Director, Professor Ross leads world-class research efforts. Together with her team, a total of 21 proposals were submitted in the review period. (For details, please see “Driving Research” starting on page 16).

Dr. Ross was among a small number of Georgia Tech’s African-American faculty, alumni, and students whom President Ángel Cabrera invited to a special meeting. The virtual discussion took place on June 9, 2020, and was a listening session to hear what individuals are experiencing and to share thoughts regarding systemic racism. In 2020-21, Dr. Ross served as a member of the Diversity + Inclusion (DI) Council in the College of Design and as a member ex officio in the School of City and Regional Planning. Dr. Ross also serves on the initial Georgia Tech Diversity, Equity, and Inclusion Council (GTDEIC) since November 2020. As a College of Design’s Institute and Diversity Committee member, Dr. Ross led the effort to develop a statement outlining the college’s commitment to equity, diversity, and inclusion. This statement is to be placed on all syllabi used in courses taught in COD. In addition, Dr. Ross worked with a team to develop the School of City and Regional Planning’s statement and action plan to reaffirm the Commitment to Justice and Inclusive Communities.

In 2020, Dr. Ross was appointed and continued to serve as one of the committee leaders on Restarting the Research Enterprise Taskforce at Georgia Tech. This committee is planning for a safe re-opening of the GT campus in the COVID-19 era. Additional service in 2020-21 included the School of City and Regional Planning's (SCaRP) executive committee, reappointment, promotion, and tenure (RPT) committees, the Chair search committee in the School of City and Regional Planning and the Dean's search committee in the College of Design.

On March 25, 2021, Dr. Ross testified before the Subcommittee on Transportation, and Housing and Urban Development, and Related Agencies (THUD) in the US House Appropriations Committee <https://youtu.be/KYkz3XRU1C0>. During the 2020-21-year, Professor Ross was the subject or contributor to significant media outlets and magazines. In the April 3, 2021 edition Dr. Ross contributed to a NYTimes article titled "America Favors Cars Over Public Transit. Can Biden Change That?"

In 2020-21, Professor Ross presented at several virtual conferences, symposia, or meetings on selected topics, including megaregions, health impact assessment (HIA), urban development, transportation planning, and quality growth. For example, on April 14, 2021, Dr. Ross moderated "Redesigning Cities to Tackle Systemic Racism," Speedwell Foundation Talks @ Georgia Institute of Technology with Raphael Bostic, Raphael Bostic, President and CEO, Federal Reserve Bank of Atlanta. On October 19, 2020, Professor Ross served as a panelist at the 8th Annual Georgia Department of Transportation (GDOT) GTI research exposition on "The Impact of COVID on the Future of Transportation." (For more details, see "Driving Research" starting on page 16.)

Dr. Ross continues to serve on Editorial Boards for the Journal of Planning Literature and the International Journal of Urban Science. Dr. Ross is a University of Pennsylvania Institute for Urban Research (IUR) Scholar and a National Academy of Public Administration member. Dr. Ross continued to serve in leadership positions: Vice-Chair of the Board for The Auto Club Group (ACG) and as Trustee of the Kent State University (KSU) Board of Directors.